



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES

**2005/2007/2010**

# **Staff Development Comparison Report**

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## 2010 Staff Development Report

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This report is part of a system wide effort to address training and leadership development needs for staff among Minnesota State Colleges and Universities.

Included in this report are the results of the 2010 non-faculty staff development surveys. The goal of the staff development surveys is to examine participation in professional development activities, perceptions of available resources for development, and need for specific types of development opportunities. Results from this report will be used to help MNSCU plan for future staff development opportunities.

## Interpreting Results

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Results are presented in tables that include the following:

- ✓ Percent of employees that selected each response per item.
- ✓ Total number of employees that selected each response per item.
- ✓ Total number of employees that answered each item per year.

Percentages are based on number of employees that answered each item.

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	2005		2007		2010	
<b>1. Have you attended any professional /staff development or training activities on your campus or in the Minnesota State Colleges and Universities System in the past year?</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Yes</b>	78.6%	2327	82.3%	2776	79.3%	2917
<b>No</b>	21.4%	632	17.7%	597	20.7%	763
<b>Total</b>		2959		3373		3680

	2005		2007		2010	
<b>1b. If yes, was this training through: (Check all that apply.)</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>You campus (e.g., new employee orientation, staff professional development days)</b>	85.4%	1963	85.6%	2343	87.5%	2531
<b>Office of the Chancellor (e.g. Art and Science of Supervision, Labor Relations Symposium)</b>	34.4%	790	31.0%	847	28.3%	819
<b>State of Minnesota, Department of Administration (e.g., Managerial Core, facilitation skills)</b>	8.0%	184	9.4%	257	7.5%	218
<b>Total</b>		2299		2736		2892

	2005		2007		2010	
<b>2. How many activities have you attended in the past year?</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>None</b>	16.3%	486	13.7%	457	17.5%	638
<b>1</b>	21.9%	653	18.8%	626	21.3%	779
<b>2</b>	26.2%	782	26.3%	876	24.4%	892
<b>3</b>	15.1%	449	16.6%	554	14.6%	533
<b>4 or more</b>	15.7%	467	24.6%	820	22.2%	809
<b>Total</b>		2979		3333		3651

3. What type(s) of training or professional/staff development activities have you attended in the past year through your institution, the Minnesota State Colleges and Universities System, or the state? (Check all that apply).	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
AFSCME "Frontline" Conference	NA	NA	7.2%	233	6.5%	229
AQIP, quality improvement training	NA	NA	7.9%	257	6.1%	213
Campus Professional Development Day/Staff Development Day	42.4%	1212	50.4%	1639	50.7%	1779
Campus-based leadership development programs	NA	NA	NA	NA	8.3%	293
Customer Service Training	15.2%	434	9.6%	312	7.2%	253
Computer Skills Training	25.2%	719	28.9%	940	19.9%	700
Code of Conduct Training	NA	NA	NA	NA	31.0%	1089
Data Privacy/Security Awareness	NA	NA	43.6%	1417	28.8%	1012
Discipline-specific conference/meeting (Academic Affairs, Finance, Human Resources, etc.)	13.9%	396	14.1%	460	10.1%	356
Diversity Training	27.6%	788	19.6%	639	16.9%	594
Educational Leadership Degree (through a Minnesota State Colleges and Universities institution)	NA	NA	NA	NA	1.3%	44
Financial Contracts	NA	NA	2.3%	75	1.4%	48
Job-specific Training	30.0%	856	22.8%	742	19.9%	697
Labor Relations Symposium	NA	NA	2.9%	94	1.9%	67
Luoma Leadership Academy	NA	NA	2.1%	68	0.9%	32
Managerial Core Training (MMB)	1.4%	40	0.8%	26	0.3%	9
Minnesota State Colleges and Universities System course using tuition waiver	5.3%	150	4.3%	140	4.5%	157
New Administrator Orientation	NA	NA	NA	NA	1.8%	64
New Employee Orientation	10.3%	294	8.2%	268	5.4%	188
Pursuing degree through the Minnesota State Colleges and Universities System using tuition waiver	NA	NA	3.2%	105	3.4%	121
Safety Training, Employee Right-to-Know, NIMS, Bloodborne Pathogens, etc.	NA	NA	NA	NA	22.4%	787
Sexual Harassment Prevention Training	NA	NA	NA	NA	11.8%	414
State of Minnesota Conferences (DEED, State Managers Conference)	NA	NA	NA	NA	2.6%	90
Supervisory Training (Art and Science of Supervision)	NA	NA	4.9%	160	4.5%	159
Technical Training (ISRS, SCUPPS, BRIO, etc.)	NA	NA	14.7%	479	10.1%	356
None	11.4%	325	8.4%	272	10.1%	353
Other (Please Describe)	11.6%	330	12.2%	398	12.1%	423
<b>Total</b>		<b>2858</b>		<b>3253</b>		<b>3510</b>

	2005		2007		2010	
4. If you did not attend training offered on your campus or within the Minnesota State Colleges and Universities System, what were the reasons? (Check all that apply).	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
The topic was not applicable to my work	41.8%	345	44.3%	508	34.9%	487
Timing conflicted with my work commitments (meetings, deadlines, etc.)	53.2%	439	51.9%	595	47.1%	658
Timing conflicted with personal commitments (lunch time, after work hours, vacation)	14.5%	120	14.0%	160	14.0%	195
My supervisor did not grant release time for me to attend the training	5.2%	43	5.8%	67	4.7%	66
Funds were not available	15.7%	130	11.3%	129	16.5%	230
I was not aware of any training offered	NA	NA	NA	NA	25.8%	361
Other	15.5%	128	19.9%	228	13.7%	192
<b>Total</b>		<b>826</b>		<b>1146</b>		<b>1397</b>

	2005		2007		2010	
5. What type of training or professional development activities have you attended in the past year outside of your institution, the Minnesota State Colleges and Universities system, and the state? (Check all that apply).	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Educational Leadership Degree (masters, doctorate) from a non-Minnesota State Colleges and Universities institution	NA	NA	NA	NA	2.2%	74
Professional Organization state/regional conference	24.3%	683	27.4%	855	20.4%	688
Professional Organization national conference	19.1%	537	19.3%	602	12.8%	432
Professional Organization seminars or meetings	21.4%	602	22.5%	700	17.3%	585
Union-sponsored convention, workshop, or meeting	4.7%	133	6.7%	208	7.5%	255
Training Event through an outside vendor, such as: Skillpath, CareerTrack	17.3%	488	13.8%	429	11.3%	382
Course through a higher education institution other than the Minnesota State Colleges and Universities System	4.9%	138	5.0%	157	3.8%	130
Pursuing degree through another higher education system	2.8%	78	4.9%	154	3.3%	113
Leadership Development (Harvard Management Program, Chair Academy, ACE Fellow, other)	3.1%	86	3.7%	114	2.0%	66
None	44.0%	1237	38.9%	1212	48.6%	1641
Other (Please describe)	4.9%	138	7.6%	237	7.9%	268
<b>Total</b>		<b>2814</b>		<b>3118</b>		<b>3378</b>

	2005		2007		2010	
6. If you checked leadership development, please specify which of the following external programs you have attended in the last year:	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
AACC Future Leaders Institute	4.3%	2	1.7%	3	3.7%	6
American Council on Education (ACE) Fellows Program	6.4%	3	1.7%	3	3.7%	6
The Chair Academy Leadership and Training Program	27.7%	27	17.6%	31	11.6%	19
Community College Leadership Development Institute (CCLDI) Leadership Academy	2.1%	1	1.7%	3	3.0%	5
Harvard Graduate School of Education: Management Development Program	2.1%	1	2.3%	4	1.2%	2
Harvard Graduate School of Education: Institute for Educational Management	2.1%	1	0.6%	1	1.2%	2
Harvard Graduate School of Education: Institute for Management and Leadership in Education	0.0%	0	1.1%	2	1.8%	3
League for Innovation in the Community College Executive Leadership Institute	0.0%	0	2.8%	5	3.0%	5
Local Chamber of Commerce Leadership Program	NA	NA	19.3%	34	20.1	33
Other (Please list)	57.5%	27	56.8%	100	62.8%	103
<b>Total</b>		47		176		164

	2005		2007		2010	
7. In your estimation, how much money has your department/unit invested in your professional/career development in the last year? (Include conference registrations, course/workshop fees, professional memberships, trade publications, books, travel, etc.)	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
\$0	23.0%	684	19.7%	645	25.2%	900
\$0-\$100	20.2%	602	15.9%	519	18.8%	671
\$100-\$250	14.1%	420	14.1%	462	15.0%	536
\$250-\$500	13.4%	368	14.0%	457	14.0%	500
\$500-\$750	6.4%	191	7.8%	254	6.7%	239
\$750-\$1000	5.9%	176	7.2%	235	6.3%	226
\$1000-\$1500	6.4%	191	6.9%	224	5.0%	178
\$1500-\$2000	4.5%	134	5.3%	173	3.6%	178
Over \$2000	5.1%	153	9.1%	298	5.5%	197
<b>Total</b>		2979		3267		3576

	2005		2007		2010	
<b>8. In your estimation, how much money have you personally invested in your professional/career development in the last year? (Include conference registrations, course/workshop fees, professional memberships, trade publications, books, travel, etc.)</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>\$0</b>	26.0%	774	28.0%	927	28.7%	1045
<b>\$0-\$100</b>	24.5%	730	24.3%	804	27.3%	994
<b>\$100-\$250</b>	14.7%	437	16.5%	547	15.1%	549
<b>\$250-\$500</b>	11.4%	339	10.9%	362	11.4%	415
<b>\$500-\$750</b>	5.7%	169	6.3%	210	5.4%	197
<b>\$750-\$1000</b>	4.7%	140	3.7%	124	3.2%	117
<b>\$1000-\$1500</b>	2.5%	73	3.0%	98	2.6%	96
<b>\$1500-\$2000</b>	2.4%	70	1.7%	55	1.4%	52
<b>Over \$2000</b>	5.7%	171	5.5%	181	4.8%	176
<b>Total</b>		2979		3308		3641

9. If you were to register for a training program tomorrow to fill your professional/career development needs, which of the following would you choose? (Check all that apply)	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Budgeting/financial systems	14.7%	428	16.8%	556	15.8%	568
Building effective work teams	24.7%	719	22.9%	756	21.1%	760
Coaching performance	13.3%	387	12.1%	400	10.6%	381
Code of conduct	NA	NA	NA	NA	4.4%	158
Communication/interpersonal skills	25.9%	754	25.8%	853	24.6%	885
Computer skills	47.5%	1380	42.8%	1411	37.7%	1359
Data privacy	11.0%	320	6.6%	219	5.9%	212
Decision making	17.8%	517	16.0%	529	14.9%	536
Diversity training	14.6%	425	10.8%	358	10.6%	381
Hiring and orientation	7.1%	205	6.9%	228	5.7%	204
HR systems training	5.5%	161	5.0%	166	4.5%	161
Job-specific knowledge or skill training	65.5%	1905	49.6%	1636	48.5%	1747
Labor contracts	NA	NA	7.6%	252	7.5%	270
Leadership development	28.2%	819	28.7%	946	27.9%	1006
Managing conflict	26.5%	771	23.1%	763	21.2%	762
Safety training	8.3%	241	9.7%	319	8.4%	301
Strategic planning	17.5%	509	15.0%	495	13.6%	491
Supervisory training	NA	NA	18.1%	598	16.1%	580
Technical training (ISRS, SCUPPS, BRIO, etc.)	NA	NA	28.4%	936	25.8%	928
Other (Please describe)	4.7%	136	7.8%	259	7.6%	274
<b>Total</b>		2908		3300		3602

10. How do you prefer to receive training? (Choose one)	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
In-person group workshops	91.1%	2637	71.8%	2408	65.5%	2392
Online tutorials (D2L, web-based learning)	30.3%	877	11.9%	400	15.4%	564
Pre-taped video programs or audio podcasts (through DVD or web)	15.1%	436	2.1%	72	2.5%	92
Live Computer/Web Conferencing	17.3%	500	4.3%	145	6.7%	246
One-on-one coaching from supervisor or another individual in the workplace	30.8%	891	8.0%	267	7.7%	281
<b>Total</b>		2896		3352		3654

11. From a personal perspective, what is most important for you to support your professional development and perform at your best? Rate the importance of each of the following:	2005				2007				2010			
	Not Important	Somewhat Important	Extremely Important	Response Total	Not Important	Important	Very Important	Response Total	Not Important	Important	Very Important	Response Total
<b>Individual coaching/ feedback and mentoring</b>	12.6% (373)	50.3% (1488)	37.0% (1095)	2956	11.8% (399)	55.2% (1859)	33.0% (1111)	3369	13.2% (489)	53.9% (1993)	32.8% (1213)	3695
<b>Job-specific skills/ knowledge training</b>	1.2% (35)	19.8% (586)	79.0% (2337)	2958	1.6% (55)	31.0% (1044)	67.4% (2270)	3369	2.0% (72)	30.3% (1120)	67.7% (2503)	3695
<b>Supervisory/ management training</b>	16.8% (495)	53.1% (1562)	30.1% (886)	2943	28.0% (943)	50.5% (1703)	21.5% (723)	3369	26.4% (974)	52.8% (1949)	20.9% (772)	3695
<b>Leadership opportunities (challenging assignments, institution-wide or system-wide committee service, mobility assignments, etc.)</b>	11.7% (343)	46.6% (1371)	41.8% (1231)	1231	16.4% (554)	49.9% (1681)	33.7% (1134)	3369	19.9% (734)	48.4% (1790)	31.7% (1171)	3695

	2005				2007				2010			
	Not Important	Somewhat Important	Extremely Important	Response Total	Not Important	Important	Very Important	Response Total	Not Important	Important	Very Important	Response Total
<b>12. From your perspective, given limited budget, what is most important for you the Minnesota State Colleges and Universities System to provide for the system to perform at its best? Rate the importance of each of the following:</b>												
<b>Individual coaching/ feedback and mentoring</b>	6.4% (187)	48.2% (1418)	45.4% (1335)	2940	12.5% (409)	57.8% (1893)	29.7% (974)	3276	15.8% (566)	54.7% (1961)	29.6% (1060)	3587
<b>Job-specific skills/ knowledge training</b>	1.3% (39)	16.2% (475)	82.5% (2423)	2423	1.9% (63)	30.5% (1013)	67.6% (2250)	3326	2.5% (89)	30.9% (1118)	66.7% (2415)	3622
<b>Supervisory/ management training</b>	4.5% (132)	32.7% (1838)	62.8% (1838)	2927	11.2% (366)	55.8% (1827)	33.0% (1079)	3372	16.2% (577)	54.4% (1943)	29.4% (1051)	3571
<b>Leadership opportunities (challenging assignments, institution-wide or system-wide committee service, mobility assignments)</b>	4.1% (119)	38.6% (1130)	57.4% (1810)	2794	13.4% (441)	55.4% (1818)	31.2% (1023)	3282	18.6% (666)	52.7% (1887)	28.7% (1029)	3582

**Endorsed by the Leadership Council in May 2006, our Minnesota State Colleges and Universities Employee Development Philosophy states:**

*We are committed to developing the talents of Minnesota State Colleges and Universities' employees. We value our employees and understand that continuous learning benefits the entire system by developing and maintaining employee skills that link directly to achieving organizational goals and objectives. Supporting successful leaders at all levels also builds institutional capacity to better serve our students and our communities. This commitment is realized as a shared responsibility between each employee and each college, university, or the Office of the Chancellor.*

	2005		2007		2010	
13. Are you familiar with the employee development philosophy above?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Yes	NA	NA	28.3%	951	28.9%	1063
No	NA	NA	71.7%	2410	71.1%	2615
<b>Total</b>		NA		3373		3678

	2005		2007		2010	
13b. If yes, how did you learn about it?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
My Supervisor	NA	NA	24.2%	240	23.6%	258
My HR office	NA	NA	29.0%	287	28.5%	311
My Peers	NA	NA	13.7%	136	13.9%	152
My President	NA	NA	14.2%	141	10.8%	118
College/University Newsletter	NA	NA	22.9%	227	20.1%	220
Other (Please list)	NA	NA	19.8%	196	20.2%	221
<b>Total</b>		NA		990		1092

	2005		2007		2010	
14. Have you received a performance evaluation in the last 12 months?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Yes	NA	NA	69.9%	2344	70.7	2589
No	NA	NA	30.1%	1008	29.3%	1074
<b>Total</b>		NA		3352		3663

	2005		2007		2010	
15. Do you have an individual development plan that you have discussed with your immediate supervisor?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Yes	35.2%	984	47.8%	1600	46.8%	1664
No	64.8%	1810	52.2%	1744	53.2%	1890
<b>Total</b>		2794		3344		3554

	2005		2007		2010	
16. My supervisor encourages staff development opportunities	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	4.5%	129	3.5%	119	2.9%	105
Disagree	6.3%	183	5.5%	187	6.9%	252
Neither agree nor disagree	19.2%	557	15.4%	518	15.8%	583
Agree	42.0%	1217	40.2%	1356	42.9%	1577
Strongly Agree	28.0%	810	35.4%	1194	31.6%	1163
<b>Total</b>		2896		3374		3680

	2005		2007		2010	
17. When I communicate a need for new skill training or knowledge, my supervisor helps me to find appropriate training	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	4.6%	134	4.0%	133	3.6%	134
Disagree	9.9%	287	9.0%	303	9.5%	348
Neither agree nor disagree	35.5%	1024	28.8%	968	31.0%	1140
Agree	36.4%	1052	36.7%	1233	37.7%	1386
Strongly Agree	13.5%	391	21.6%	727	18.2%	671
Total		2888		3364		3679

	2005		2007		2010	
18. I have a current job description with clear performance expectations	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	6.3%	181	5.2%	174	4.5%	167
Disagree	11.5%	333	10.5%	354	10.6%	388
Neither agree nor disagree	14.1%	406	14.9%	500	15.5%	569
Agree	49.2%	1423	45.6%	1535	47.8%	1758
Strongly Agree	18.9%	547	23.9%	803	21.6%	793
Total		2890		3366		3675

	2005		2007		2010	
19. My institution/workplace has a clear policy on use of professional development funds	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	5.5%	160	4.4%	148	4.3%	158
Disagree	12.9%	371	11.2%	377	11.3%	413
Neither agree nor disagree	30.0%	865	28.4%	955	30.8%	1129
Agree	40.0%	1155	40.9%	1372	37.9%	1391
Strongly Agree	11.5%	331	15.1%	506	15.7%	577
Total		2882		3358		3668

	2005		2007		2010	
<b>20. My institution/workplace has a clear process for sponsoring individuals for professional development opportunities</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Strongly disagree</b>	6.5%	188	5.7%	193	5.5%	200
<b>Disagree</b>	16.3%	469	12.6%	425	14.0%	513
<b>Neither agree nor disagree</b>	33.3%	961	32.4%	1090	34.7%	1272
<b>Agree</b>	35.0%	1010	36.4%	1255	33.1%	1214
<b>Strongly Agree</b>	8.9%	256	12.8%	429	12.9%	472
<b>Total</b>		2884		3362		3671

	2005		2007		2010	
<b>21. My institution/workplace encourages staff development opportunities</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Strongly disagree</b>	4.3%	124	3.8%	127	3.8%	140
<b>Disagree</b>	9.9%	285	8.6%	288	10.5%	386
<b>Neither agree nor disagree</b>	21.7%	628	19.4%	652	22.1%	810
<b>Agree</b>	47.6%	1376	46.7%	1571	45.3%	1664
<b>Strongly Agree</b>	16.5%	477	21.7%	729	18.3%	670
<b>Total</b>		2890		3367		3670

	2005		2007		2010	
<b>22. My campus hosts staff development or professional development days</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Strongly disagree</b>	3.8%	110	2.4%	81	2.8%	104
<b>Disagree</b>	9.8%	283	5.9%	199	6.4%	235
<b>Neither agree nor disagree</b>	17.9%	516	16.7%	558	17.5%	640
<b>Agree</b>	50.9%	1471	48.8%	1633	47.6%	1743
<b>Strongly Agree</b>	17.7%	510	26.2%	875	25.7%	939
<b>Total</b>		2890		3346		3661

	2005		2007		2010	
<b>23. There is adequate attention given to staff development planning at my institution</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Strongly disagree</b>	7.7%	222	7.4%	247	6.6%	240
<b>Disagree</b>	24.3%	703	16.8%	564	18.6%	682
<b>Neither agree nor disagree</b>	29.4%	853	28.8%	968	31.4%	1151
<b>Agree</b>	31.7%	918	35.6%	1194	32.2%	1179
<b>Strongly Agree</b>	7.0%	202	11.4%	383	11.2%	412
<b>Total</b>		2898		3356		3664

	2005		2007		2010	
<b>24. Do you currently supervise or manage others?</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Yes</b>	37.0%	1074	36.9%	1250	35.3%	1306
<b>No</b>	63.0%	1832	63.1%	2133	64.7%	2389
<b>Total</b>		2906		3383		3695

25. During the first year of your supervisory position which of the following activities did you participate in?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Books	23.6%	250	30.6%	380	31.8%	403
Coaching from my supervisor	37.8%	400	49.2%	610	46.2%	586
College coursework	11.8%	125	12.7%	157	12.2%	155
Decision-maker training	NA	NA	NA	NA	12.7%	161
Labor Contract Training	NA	NA	NA	NA	12.9%	164
Luoma Leadership Academy	NA	NA	NA	NA	2.3%	29
New Administrator Orientation	NA	NA	NA	NA	14.9%	189
Peer Mentoring (getting advice from colleagues)	37.2%	394	45.1%	559	28.6%	363
Supervisory Core through MMB	NA	NA	NA	NA	9.5%	121
Supervisory Staff Meetings (on your campus)	32.8%	347	29.3%	363	25.4%	322
Supervisory Training through MNSCU (Art and Science Supervision)	NA	NA	10.6%	132	18.0%	228
None	25.8%	273	19.1%	237	20.0%	254
Other (Please describe)	5.4%	57	8.6%	107	10.2%	129
<b>Total</b>		1059		1240		1269

26. Which of these were most useful to you in your first year as a supervisor?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Books	11.9%	370	13.2%	157	16.3%	198
Coaching from my supervisor	38.5%	370	44.3%	525	43.7%	532
College coursework	7.5%	72	7.8%	93	6.7%	81
Decision-maker training	NA	NA	NA	NA	5.8%	71
Labor Contract Training	NA	NA	NA	NA	6.3%	77
Luoma Leadership Academy	NA	NA	NA	NA	2.0%	24
New Administrator Orientation	NA	NA	NA	NA	7.1%	87
Peer Mentoring (getting advice from colleagues)	37.4%	359	44.2%	524	25.2%	307
Supervisory Core through MMB	NA	NA	NA	NA	6.6%	80
Supervisory Staff Meetings (on your campus)	19.3%	185	15.6%	185	12.2%	149
Supervisory Training through MNSCU (Art and Science Supervision)	NA	NA	8.6%	102	13.9%	169
None	20.5%	197	14.8%	175	17.5%	213
Other (Please describe)	4.0%	38	7.2%	85	9.1%	111
<b>Total</b>		961		1185		1217

	2005		2007		2010	
<b>27. Are you likely to participate in supervisory/managerial development activities on an annual basis?</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Yes</b>	59.0%	626	67.3%	832	64.4%	819
<b>No</b>	41.0%	435	32.7%	404	35.6%	453
<b>Total</b>		1061		1236		1272

	2005		2007		2010	
<b>28. Does your supervisor encourage you to participate in regular supervisory/managerial development activities?</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Yes</b>	50.8%	531	56.4%	690	55.2%	697
<b>No</b>	49.2%	514	43.6%	534	44.8%	565
<b>Total</b>		1045		1224		1262

	2005		2007		2010	
<b>29. In my annual performance review, I am rated on my supervisory/managerial effectiveness (how I get work done through others).</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>	<b>Response Percent</b>	<b>Response Total</b>
<b>Strongly disagree</b>	4.6%	49	3.8%	47	5.7%	72
<b>Disagree</b>	10.4%	110	7.1%	88	8.9%	113
<b>Neither agree nor disagree</b>	27.7%	294	26.8%	330	28.0%	355
<b>Agree</b>	42.8%	454	44.2%	544	39.7%	503
<b>Strongly Agree</b>	14.5%	154	18.0%	222	17.7%	224
<b>Total</b>		1061		1231		1267

	2005		2007		2010	
30. I conduct annual performance reviews with my staff.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	3.1%	33	3.0%	37	3.1%	39
Disagree	9.7%	103	8.8%	108	9.2%	116
Neither agree nor disagree	21.2%	225	22.2%	273	22.8%	288
Agree	41.3%	439	36.8%	453	36.9%	465
Strongly Agree	24.8%	264	29.2%	360	28.1%	354
<b>Total</b>		1064		1231		1262

	2005		2007		2010	
31. I sponsor and/or promote staff development activities at my institution/Office of the Chancellor.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	2.5%	27	2.5%	31	2.9%	36
Disagree	7.2%	77	7.8%	96	7.6%	95
Neither agree nor disagree	23.6%	251	26.3%	322	30.3%	380
Agree	44.2%	470	38.6%	472	37.4%	469
Strongly Agree	22.5%	239	24.8%	303	21.9%	275
<b>Total</b>		1064		1224		1255

	2005		2007		2010	
32. I provide release time for my staff to attend staff development activities (workshops, courses, conferences, etc.)	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	1.9%	20	1.9%	23	1.4%	18
Disagree	2.7%	28	2.3%	28	3.3%	41
Neither agree nor disagree	20.3%	214	20.9%	256	22.5%	282
Agree	44.3%	468	38.4%	471	40.2%	505
Strongly Agree	30.9%	327	36.5%	447	32.6%	409
<b>Total</b>		1057		1225		1255

	2005		2007		2010	
33. I encourage staff to create their own professional development plans.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	1.8%	19	1.7%	21	1.7%	21
Disagree	5.5%	58	4.8%	59	5.0%	63
Neither agree nor disagree	30.4%	321	27.5%	337	30.4%	382
Agree	42.1%	445	40.2%	493	40.5%	509
Strongly Agree	20.2%	213	25.7%	315	22.4%	282
<b>Total</b>		1056		1225		1257

	2005		2007		2010	
34. I actively encourage staff to enhance their development by taking on challenging assignments.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	1.1%	12	1.4%	17	1.0%	13
Disagree	1.9%	20	1.7%	21	2.6%	32
Neither agree nor disagree	20.7%	219	20.0%	244	21.1%	263
Agree	53.3%	564	50.0%	611	51.2%	639
Strongly Agree	23.0%	564	26.9%	329	24.2%	302
<b>Total</b>		1059		1222		1249

	2005		2007		2010	
35. I actively nominate individuals for institution or system committee assignments.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	2.4%	25	2.9%	36	2.6%	32
Disagree	13.1%	137	10.6%	130	12.7%	159
Neither agree nor disagree	41.2%	433	41.1%	504	43.7%	547
Agree	32.5%	341	32.1%	393	30.4%	380
Strongly Agree	10.9%	114	13.3%	163	10.6%	133
<b>Total</b>		1050		1226		1251

	2005		2007		2010	
36. I support my staff pursuing other job opportunities within the institution or within the Minnesota State Colleges and Universities System that may meet their development needs.	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Strongly disagree	1.4%	15	1.7%	21	1.3%	16
Disagree	3.8%	40	3.7%	45	4.0%	50
Neither agree nor disagree	30.5%	322	29.7%	361	33.4%	417
Agree	46.7%	493	44.2%	538	43.0%	537
Strongly Agree	17.6%	186	20.7%	252	18.3%	229
<b>Total</b>		1056		1217		1249

	2005		2007		2010	
37. Do you currently supervise other supervisors?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Yes	25.8%	274	22.3%	279	21.7%	283
No	74.2%	789	77.7%	971	78.3%	1023
<b>Total</b>		1063		1250		1306

	2005		2007		2010	
38. During annual performance reviews, do you evaluate your staff on their supervisory/managerial effectiveness (how they get work done through others)?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Yes	NA	NA	91.7%	254	88.5%	247
No	NA	NA	8.3%	23	11.5%	32
<b>Total</b>		271		277		279

	2005		2007		2010	
39. What is your gender?	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Male	30.3%	889	29.8%	997	30.0%	1092
Female	69.7%	2042	70.2%	2344	70.0%	2550
<b>Total</b>		2931		3341		3642

40. What is your age?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Under 21	0.03%	1	0.1%	3	0%	1
21-30	10.7%	319	9.9%	329	11.3%	412
31-40	18.4%	548	18.5%	616	18.5%	675
41-50	33.5%	998	30.5%	1016	28.0%	1018
51-60	31.4%	936	34.4%	1144	34.3%	1247
61 or older	4.9%	145	6.6%	219	7.9%	287
<b>Total</b>		2979		3327		3640

41. What is your ethnicity?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
African-American	1.8%	52	2.2%	73	2.0%	71
American Indian	0.7%	22	0.9%	30	1.1%	38
Asian-American/Asian-Pacific American	1.7%	52	1.9%	62	1.8%	64
Caucasian/Non-Hispanic	90.2%	2686	89.5%	2954	89.0%	3213
Chicano/Latino	0.9%	26	1.4%	46	1.2%	44
Multi-Racial	0.9%	27	3.1%	103	1.2%	45
Other	1.7%	50	3.1%	103	3.8%	137
<b>Total</b>		2979		3301		3612

42. Where do you work?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Alexandria Technical College	1.8%	52	2.0%	67	1.8%	55
Anoka-Ramsey Community College	1.9%	55	2.8%	92	3.5%	108
Anoka Technical College	1.0%	30	1.8%	58	1.5%	46
Bemidji State University	3.4%	100	3.5%	114	3.0%	94
Central Lakes College	2.1%	64	2.4%	78	2.2%	68
Century College	3.9%	119	3.9%	128	5.0%	155
Dakota County Technical College	2.7%	79	2.0%	67	1.7%	54

<b>Fond du Lac Tribal and Community College</b>	1.1%	32	0.9%	28	0.8%	25
<b>Hennepin Technical College</b>	2.9%	89	2.6%	86	2.8%	87
<b>Hibbing Community College</b>	1.0%	31	0.7%	23	0.8%	25
<b>Inver Hills Community College</b>	2.7%	80	1.8%	60	1.6%	50
<b>Itasca Community College</b>	0.4%	12	0.6%	21	0.7%	22
<b>Lake Superior College</b>	2.0%	59	2.6%	87	2.0%	62
<b>Mesabi Range Community and Technical College</b>	0.8%	25	0.5%	17	0.6%	20
<b>Metropolitan State University</b>	3.8%	113	4.9%	160	4.0%	126
<b>Minneapolis Community and Technical College</b>	5.1%	151	4.8%	158	2.8%	87
<b>Minnesota State College Southeast Technical</b>	1.8%	53	0.8%	25	1.6%	51
<b>Minnesota State Community and Technical College</b>	3.3%	98	3.7%	123	4.7%	146
<b>Minnesota State University, Mankato</b>	10.2%	305	7.2%	238	8.7%	271
<b>Minnesota State University, Moorhead</b>	4.1%	121	5.8%	192	3.9%	121
<b>Minnesota West Community and Technical College</b>	2.1%	60	1.9%	61	3.4%	105
<b>Normandale Community College</b>	3.3%	98	3.3%	109	2.5%	77
<b>North Hennepin Community College</b>	1.9%	57	2.0%	65	2.6%	81
<b>Northland Community and Technical College</b>	1.8%	55	1.2%	41	2.0%	62
<b>Northwest Technical College - Bemidji</b>	0.6%	17	0.5%	17	0.6%	18
<b>Office of the Chancellor</b>	5.3%	159	5.9%	194	5.9%	183
<b>Pine Technical College</b>	0.4%	13	1.2%	40	1.5%	46
<b>Rainy River Community College</b>	0.2%	6	0.2%	6	0.3%	9
<b>Ridgewater College</b>	2.6%	75	2.9%	94	2.4%	75
<b>Riverland Community College</b>	2.3%	68	2.1%	68	1.6%	49
<b>Rochester Community and Technical College</b>	2.1%	61	1.7%	56	1.8%	56
<b>St. Cloud State University</b>	7.2%	215	8.6%	283	9.0%	281
<b>St. Cloud Technical College</b>	0.9%	27	1.9%	64	2.4%	74
<b>Saint Paul College</b>	0.9%	27	2.2%	73	1.8%	56
<b>South Central College</b>	1.7%	53	1.6%	51	2.1%	65
<b>Southwest Minnesota State University</b>	2.5%	75	2.8%	91	1.8%	55
<b>Vermillion Community College</b>	0.3%	10	0.3%	11	0.4%	13
<b>Winona State University</b>	5.2%	154	4.2%	138	4.6%	144
<b>Total</b>		2979		3284		3122

43. How many years have you been employed by Minnesota State Colleges and Universities or one of its predecessors?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
0-1 year	9.2%	275	9.1%	304	6.1%	223
1-3 years	11.1%	331	15.8%	529	17.2%	631
3-10 years	32.9%	980	31.6%	1058	33.0%	1208
10-20 years	26.7%	794	24.2%	810	22.4%	821
20-30 years	13.6%	405	13.9%	465	14.9%	547
Over 30 years	5.0%	149	5.5%	184	6.4%	236
<b>Total</b>		2979		3350		3666

44. What division/area do you report to?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
Academic Affairs/Academic Department	11.3%	337	21.3%	709	21.1%	764
Customized Training/Continuing Education	5.6%	166	5.8%	192	5.5%	199
Development/Advancement/Foundation	2.6%	77	2.6%	85	2.3%	83
Facilities/Building Services	6.7%	200	7.5%	249	8.1%	295
Finance/Business Office	9.1%	270	9.4%	314	8.7%	316
General Administrative Services	5.5%	164	3.8%	127	3.7%	134
Human Resources	4.1%	122	3.6%	119	3.8%	138
Information Technology	11.1%	330	9.1%	302	9.6%	347
Marketing/Public Relations/Communications	2.2%	65	2.0%	66	1.7%	63
President's Office/Chancellor's Office	1.9%	57	4.6%	153	3.7%	134
Student Affairs/ Student Services/Student Life	22.9%	682	22.3%	743	24.2%	876
Other (please describe)	15.5%	461	8.1%	268	7.6%	277
<b>Total</b>		2979		3327		3626

45. What bargaining agreement or plan are you covered by?	2005		2007		2010	
	Response Percent	Response Total	Response Percent	Response Total	Response Percent	Response Total
<b>AFSCME</b>	44.9%	1337	44.3%	1471	45.2%	1619
<b>MAPE</b>	22.6%	673	25.2%	838	25.9%	927
<b>MGEC</b>	0.0%	0	0.1%	3	0.1%	3
<b>MMA</b>	7.3%	217	7.4%	245	6.9%	249
<b>MNA</b>	0.2%	7	0.2%	8	0.3%	11
<b>MSUAASF</b>	9.4%	280	9.9%	329	9.4%	336
<b>Administrators Plan</b>	9.1%	270	8.3%	277	7.7%	276
<b>Classified Managerial Plan</b>	0.6%	17	0.5%	18	0.5%	17
<b>Commissioner's Plan</b>	4.6%	137	4.0%	132	4.1%	146
<b>Total</b>		2979		3321		3584